

Experience: *Experience is a good school, but the fees are high.* —Heinrich Heine, German lyric poet and critic

HED involved early in USARHAW transformation

Story and photo by Alexander Kufel

HED and the Corps of Engineers are not alone in changing their way of doing business at the beginning of the 21st century. The Army is looking the future squarely in the face as well. Because it believes future wars will be fought differently, the Army has developed a vision of what it will take to make itself more lethal, survivable and sustainable.

Last year, the Army officially began the transformation of two brigades at Fort Lewis, Wash., to Initial Brigade Combat Teams (IBCT's), a new interim design that will enable the Army to deploy brigades faster and in a configuration ready to fight upon arrival.

HED is already supporting this transformation. From mid-December through the beginning of February, HED Project Manager Derek Chow assisted U.S. Army Hawaii's (USARHAW) Directorate of Public Works (DPW) for six weeks on a full-time basis to assess and define USARHAW's ability to support the IBCT transformation process. He continues to work with the planning group on an as-needed basis. Chow's assignment was with the DPW's IBCT support planning cell which addresses facilities infrastructure support planning. His participation followed a request for planning assistance from DPW, one of the Honolulu District's key customers.

"It is exciting that HED is a part of attaining the Army's vision," said Chow. "I've found the process really interesting."

"Derek Chow has actually spearheaded the planning effort up to this point," said DPW Deputy Director Alan Goo, who said that Chow is much more than simply a participant and has played an integral role in the planning process. He also said that Chow's participation has been of enormous benefit to DPW as its planners are engaged in other projects.

Chow said that his role has been to gather available information that will assist the planning cell group to make solid assumptions and predictions of what the IBCT Brigade Combat

Team will need in order to transform the existing installation to one supporting the IBCT. The goal is to help prepare the installation so that the brigade will achieve successful transformation into its ultimate form, known as the "objective force." Once planning is completed, supporting the IBCT and Army Transformation will be a program in itself, Chow said.

Ray Kishaba, chief of Military Construction for HED's Pro-



HED Project manager Derek Chow (center) briefing other project managers and construction representatives on the District's role in Army Transformation.

grams and Project Management Branch said that HED would continue as part of the support planning cell until transformation planning was accomplished.

"The activity currently is to educate and inform the various departments within the District about their roles in the transformation process so that "when the flag goes up we're ready to respond," said Kishaba.

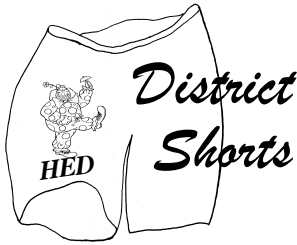
This is the first phase of the Army's three-phase strategy for transforming the current force. The IBCT's, while providing an initial capability not currently in the force, will also serve to rapidly identify necessary changes in doctrine, organization, equipment, training, and leader development required for the second phase, the Interim Force.

Basically, there are three parts to the equation: The "Legacy Force" of today will be sustained through the period of transition.

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See "Transformation," page 12

Truth: *The greatest homage we can pay to truth is to use it.* —Ralph Waldo Emerson, American author



Aloha means Hello to...Richard Oleniacz, Emergency Management Office, who is coming to HED from the Pittsburgh District.

Aloha means Goodbye and Good Luck to...Roger Blankenship, Safety Office, who is returning to the Louisville District; and **Al Hu**, POD Resource Management, who is



"I have this much work to do before they'll let me go...." Al Hu, POD Resource Management Office, enjoys the Aloha party given by his coworkers on Feb. 16. Hu is leaving POD for a position in Germany. —Photo by Alex Kufel.

transferring to Germany.

Presentation to ABC...Jim Bersson, Chief of Engineering and Construction Division, participated in a panel discussion sponsored by the Hawaii chapter of Associated Builders and Contractors in January. Others on the panel included representatives from state, city and county agencies, private industry, and the Navy.

Media Training...

HQUSACE Public Affairs staffers George Halford and Scott Saunders provided media relations training for 17 key leaders at HED and POD during the week of Feb. 12-16. The training, required for all Corps division and district commanders and their deputies, is usually conducted at the Army's Pentagon television studio. However, it is expensive and difficult to schedule such a large group for training there. Accordingly, in an innovative and cost-saving initiative, headquarters brought the training to the field. Students learned the basics of media relations, how to deal with reporters and how to develop and deliver key messages in brief, 7 to 10-second, "sound bites". The highlight of the training was practical exercises in which students were videotaped answering questions from "reporters" Halford and Saunders. The training was coordinated by POD PAO chief Larry Hawthorne and HED PAO chief Doug MaKitten. HQ PAO plans to bring the training to Alaska District later this spring.

HED Takes Top Honors in PAO Competition...

Carrying on a long tradition of excellence, the Pacific Connection and its staff won several awards in the annual Corps-wide Herbert A. Kassner journalism competition. The Project Management Business Process special issue earned first-place honors in the "Special Achievement in Print Media" category and Alex Kufel took the top prize in "Commentaries." The publication also earned third-place in the "Army Funded Newspapers" category.

Transformation

Continued from page 4

The "Interim Force" bridges the gap during transformation, and through scientific and technological improvements combines with the "Legacy Force" to become the "Objective Force," the "more lethal, deployable and survivable" force of the future.

The Interim Force will be fielded primarily with off-the-shelf equipment and technological insertions and will provide immediate deployability and breakthrough maneuver capabilities to bridge the current gap between the Army's heavy and light forces until technology developments make fielding of the Objective Force possible. The final phase of the Transformation, the Objective Force, will begin with fielding of "Future Combat Systems," currently being studied by the Army.

The first IBCT's will feature significantly different organizations from the Army's current brigade configuration. Each will consist primarily of three infantry battalions, an artillery battalion and a reconnaissance battalion. The reconnaissance battalion, known as the RSTA squadron (Reconnaissance, Surveillance, Targeting and Acquisition), will significantly increase the intelligence gathering capability of the brigade.

The new brigades will also include organic engineer, military intelligence and signal companies.

Another significant change is that the companies of the infantry battalions will be combined arms teams, consisting primarily of medium armored gun systems, infantry, and mortars. Previously, Army companies and battalions were organized as pure tank or infantry units, then task organized based on mission requirements.